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MCO P1553.4
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PROFESSIONAL MILITARY EDUCATION
(SHORT TITLE: PME)

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20 Dec 99

MARINE CORPS ORDER P1553.4A W/ERRATUM

From: Commandant of the Marine Corps
To: Distribution List

Subj: PROFESSIONAL MILITARY EDUCATION (SHORT TITLE: PME)

Ref: (a) MCO 1553.1B, The Marine Corps Training and Education System
(b) MCO 1553.2, Management for Marine Corps Formal Schools and Training Centers
(c) MCO 1553.3, Marine Corps Unit Training Management
(d) MCO 1553.5, Marine Corps Training and Education Evaluation
(e) CJCSI 1800.01, Officer Professional Military Education Policy
(f) MCO 1550.26, Policies and Procedures Governing Marine Corps Institute Training and Education Product Development

Encl: (1) LOCATOR SHEET

1. Purpose. To define the objectives, policies, programs, and responsibilities for coordinating the professional military education (PME) of Marines.

2. Cancellation. MCO 1510.27B, MCO 1553.4, ALMAR 255/88, ALMAR 85/89, ALMAR 127/89, ALMAR 176/89, ALMAR 227/89, ALMAR 206/97.

3. Background

a. In 1985, after a thorough review of the military education system, the Marine Corps began a series of changes designed to institutionalize officer and enlisted PME programs. In White Letter 2-85, the CMC expressed concern with the low number of officers participating in resident and distance education PME programs. Curriculum reviews of distance education PME courses were subsequently conducted, and where warranted, equivalent status with resident PME was granted. In 1986, the CMC directed that responsibility for enlisted PME at the Marine Corps' SNCO academies be transferred from officers to SNCO's. Within a year, the academies were fully manned by SNCO's, with sergeants major as directors.

b. In 1988, the Marine Corps established the PME Working Group at Quantico to critically review Marine education. This group's findings and recommendations, approved by the CMC in a 10 November 1988 ALMAR, called for an integrated and progressive

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group's findings and recommendations, approved by the CMC in a 10 November 1988 ALMAR, called for an integrated and progressive system of resident PME, distance education PME, and professional readings for all Marines, corporal through general. These three elements are the foundation of the Marine Corps PME Program as outlined in this Manual.

c. In August 1989, the Marine Corps University (MCU) was established to reinforce the concept of PME as a "main stream" part of every Marine's career. Comprised today of the SNCO Academy, MCCDC; The Basic School; Amphibious Warfare School; Command and Control Systems School; Command and Staff College (C&SC); Marine Corps War College (MCWAR); the College of Continuing Education (CCE); the Marine Corps Research Center; and affiliated SNCO academies at other commands, MCU provides a focal point for all PME programs (Regular and Reserve). All SNCO academies have been formalized and consolidated under the MCU.

d. During 1988 and 1989, Congress conducted its own comprehensive examination of how the services educate their officers. The House Armed Services Committee Special Panel on Military Education presented recommendations which have had a direct impact on Marine Corps PME, specifically the joint portion of the curricula offered at Marine Corps C&SC and MCWAR.

e. On 1 May 1990, the Chairman, Joint Chiefs of Staff (CJCS), published the Military Education Policy Document (MEPD). On 1 March 1996, the CJCS republished the MEPD as the Officer Professional Military Education Policy (OPMEP) which provides for congruent efforts by service schools to achieve both mission-unique and DoD-desired joint educational goals. The OPMEP also establishes a strict accreditation process whereby the Chairman can monitor service compliance with DoD objectives for the PME of armed services officers.

f. In the summer of 1990, the University opened two new schools in response to a need for increased, higher-level PME opportunities within the Marine Corps. On 10 July 1990, C&SC's School of Advanced Warfighting opened its doors as a second-year course for selected intermediate level school graduates. The Marine Corps Art of War Studies, a top-level school which was renamed the Marine Corps War College, admitted its first students on 13 August 1990.

g. In November 1991, the C&SC became the Marine Corps' first Phase I, joint accredited school. In 1996 the Command and Staff College Distance Education Program was also approved for joint accreditation. In addition, in 1995, the University received master's degree granting authority from Congress and the Department of Education, and is accredited by the Southern Association of Colleges and Schools, to award the Master of Military Studies degree.

h. On 1 May 1997, the CCE was established as MCU's distance education PME school. The vast majority of Marines receive their PME experience through distance education programs. Together with the Marine Corps Institute (MCI), the CCE works to ensure delivery of PME in a distance education format. The CCE's satellite campus program established MCU as a true worldwide university. CCE is the PME school responsible for creating and approving content and providing enhancements to distance PME programs. MCI is the development and production arm of the Marine Corps Distance Learning Center (DLC) within Training and Education Division, MCCDC. The DLC is the proponent agency for distance learning and is responsible for the development, administration, and distribution of paper and multimedia based distance education to Marines around the world.

4. Information

a. Significant changes continue to take place in the way we train and educate Marines. References (a) through (d) and this Manual are the cornerstone policy documents which support these progressive changes.

b. This Manual incorporates all previous Marine Corps PME directives.

5. Action. All Marines, active and reserve, will be guided by this Manual.

6. Certification. Reviewed and approved this date.

J. E. Rhodes
J. E. RHODES
By direction

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ENCLOSURE (1)

PROFESSIONAL MILITARY EDUCATION

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CHAPTER 1

THE MARINE CORPS PME PROGRAM

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CHAPTER 1

THE MARINE CORPS PME PROGRAM

1001. TRAINING AND EDUCATION. Training and education are important and distinct tools used in the development of an effective fighting force. These tools are complementary and closely interwoven at every level of professional development. The early stages of a Marine's career are weighted more heavily toward training, while education dominates the later stages.

1. Training is the building in of information and procedures; using the progressive repetition of tasks, the product of training is skill development and proficiency. Training is performance based and is typically measured by objective standards.

2. Education, in contrast to training, is the _ of students to initiate the learning process and bring their own interpretations and energies to bear -- the product of which is a creative mind. Educational objectives may be measured directly, but are often inferred from subjective testing or a sampling of student behavior over a period of time.

1002. PHILOSOPHY OF PME

1. Professional Military Education is the lifelong study of the foundations of the military profession. PME is designed to equip Marines with the skills, confidence, understanding, and vision to exercise sound military judgment and decision making in battle.

2. Since all Marines must be continuously ready for war, a common body of knowledge must exist within the Corps which provides universal understanding of the basis on which decisions are made and actions carried out even in the "fog of war." This common educational foundation exists today, but we must make certain that it becomes the institutional norm.

3. The Marine Corps PME Program is a dynamic, integrated, and progressive learning system for educating Marines throughout their careers. It identifies areas that should receive emphasis at each level of education and provides guidelines to PME institutions in structuring their curricula. **All Marines are expected, and highly encouraged to participate in this program.** The program consists of resident instruction, distance education, professional reading, and other avenues of professional self-study. It requires a personal commitment by commanders at

every echelon and by each Marine, corporal through general.

1003. PROFESSIONAL SELF-STUDY

1. Definition. Marines accomplish professional self-study outside the formal classroom environment to broaden their professional foundation in warfighting. Professional self-study includes:

a. Professional Reading Program. See paragraph 1006.

b. Formal School Prerequisite Courses. Requirements that must be satisfied prior to enrolling in resident PME courses.

c. Distance Education Programs. Within the context of PME, distance education programs (DEP) were previously referred to as nonresident or correspondence programs. With the advent of the College of Continuing Education (CCE) and the incorporation of emerging distance education technology, the term distance education better describes this active learning process. The vast majority of Marines receive their PME experience through DEP's available from the CCE and MCI. The CCE in conjunction with the resident school faculty, is responsible for developing content and formatting it into DEP's. The CCE also provides enhancements to distance education via a network of regional coordinators at satellite campuses utilizing distance education and distributive learning technologies. MCI assigns a project officer to coordinate the development, production, and distribution of course materials. Working closely with CCE faculty and the Distance Learning Center of Training and Education Division, MCI shepherds the course through its development cycle, to include contract administration, authoring, testing and evaluation, and enrollment.

d. Other Self-Study. Activities that are not necessarily structured, but directly affect professional development. These include, but are not limited to:

(1) Professional reading beyond the CMC's reading program.

(2) Attendance at seminars, lectures, symposia, or schools relevant to the profession of arms.

(3) Participation in battle studies and staff rides.

(4) Writing articles for professional magazines or other appropriate periodicals.

(5) Civilian education that furthers professional

military development.

2. Philosophy of Self-Study

a. Success on the battlefield often goes to that leader who can first devise and execute a practical solution to the unique situation at hand. Formal schooling and unit-level PME alone cannot provide all the analytical tools necessary to succeed on the battlefield. Even experienced combat veterans are limited by place and time during battles. Therefore, all Marines have an inherent responsibility to study the profession of arms on their own.

b. One of the basic challenges of self-study is the integration of academic study with MOS proficiency. The lessons of history are not a lockstep guide to specialty success; they are lessons on how things have gone, and may go, in war. Through professional self-study, the experiences of others can provide the broadened perspective, inspiration, and wisdom needed to command, lead, act, and win on the battlefield.

1004. ENLISTED PME PROGRAM

1. Overview. The professional development of enlisted Marines consists of a progressive integration of Marine Battle Skills Training (MBST) and PME. MBST is a four-phase program: Basic Warrior Training, Marine Combat Training (MCT), Marine Leader Training (MLT), and Sustainment Training that expands the foundation of basic combat skills, leadership skills, and develops a Marine's ability to plan and supervise basic combat training. ME focuses on developing military judgment and decisionmaking as the Marine leader advances in grade.

a. PME for enlisted Marines uses a building block approach, each course builds on the previous one with minimal overlap. In most cases the distance education course is a prerequisite for the SNCO Academy (SNCOA) resident course.

b. Completion of the appropriate distance learning courses are required for promotion to staff sergeant through first sergeant/master sergeant. Due to the limited number of class seats, and the inability of some Marines to attend the resident courses, only the distance learning courses are required. However, to satisfy all PME requirements and become more competitive for promotion, enlisted Marines should complete their appropriate distance education and attend the resident course appropriate for their grade.

c. To gain maximum benefit, Marines should attend the appropriate resident course once selected for the next rank or as

soon as possible once promoted.

d. Marines can enroll in courses for their current grade or the next higher grade once they have satisfied the PME requirements of their current grade.

e. Marines may enroll in only one distance learning course at a time.

2. Enlisted PME Framework. Figure 1-1 illustrates the relationships within the enlisted PME program by:

- Identifying four levels of enlisted PME: NCO SNCO Career Program, SNCO Advanced Program, and Senior Program.
- Identifying the primary focus of each level of education in terms of the level of application required at a specific grade.
- Building each subsequent level of education on experience gained at a previous level. This is the building-block approach to education.
- Integrating MBST and PME.

3. NCO Program. The NCO program focuses on developing warfighting and leadership skills that facilitate success in battle, and on providing the ability to teach those skills to subordinate Marines. The NCO program has four components:

- the Fundamentals of Marine Corps Leadership (FMCL)
- the Command-sponsored Corporal's course (CSCC)
- the Sergeant's Distance Education Program (SGTDEP)
- the SNCO Academy Sergeant's Course (SNCOASC)

a. FMCL. This distance education course is designed to help newly promoted or prospective NCO's master the difficult art of leadership. It provides examples of and procedures for effective leadership in garrison and combat situations.

b. CSCC. Marine Corps University developed this program to standardize education for corporals throughout the Marine Corps. This course is a 2 week command-sponsored course taught by in-house instructors. The curriculum concentrates on leadership and military training. This course is not a prerequisite for attending the SNCOASC.

c. SGTDEP. This program develops the skills, knowledge, and military judgment necessary to fulfill the duties and responsibilities required of an NCO. The curriculum consists of

two primary areas of study: (1) battle skills, and (2) leadership and administration. All sergeants are required to complete this program. Completion is a prerequisite for attending the Sergeant's Course (SMCR must only be enrolled).

d. SNCOASC. The Sergeant's Course is the resident PME course designed to enhance the experience, skill, knowledge, judgment, and confidence of NCOs in the grade of sergeant. It presents the functional concepts of leadership and stresses the responsibilities of a Marine leader in combat and combat preparation at the squad and platoon level. The course builds on the successful completion of tasks and standards required at the corporal level. The Sergeant's Course integrates selected skills required of sergeants through lectures, demonstrations, and extensive practical application. Completion of the SGTDEP is a prerequisite to attend this course (SMCR excepted).

4. SNCO Career Program. The SNCO Career Program continues the development of skills essential for battlefield success emphasizing the ability to conduct and supervise unit training. The SNCO Career Program has two components:

- SNCO Career Distance Education Program (SNCOCDPEP)
- SNCO Academy Career Course (SNCOACC)

a. SNCOCDPEP. The SNCOCDPEP builds on the Sergeant's Course curriculum with the specific purpose of developing an effective Marine SNCO. Emphasis is on leadership and the basic mechanics of training management. Sergeants are required to enroll in the SNCOCDPEP when they have completed the Sergeant's Course. Completion (SMCR enrollment) is a prerequisite to attend the resident SNCOACC.

b. SNCOACC. A resident PME course designed for staff sergeants and staff sergeant selects. The SNCOACC expands leadership concepts and stresses the responsibilities of Marine leaders at the platoon and company level. The course builds on previous PME in a rigorous learning environment with extensive practical application. Completion of SNCOCDPEP is a prerequisite to attend this course (SMCR excepted).

5. SNCO Advanced Program (SNCOAP). The SNCOAP focuses on battle leadership at the company level and the management of unit training. The SNCOAP has three components:

- SNCO Advanced Distance Education Program (SNCOADEP)
- SNCO Academy Advanced Course (SNCOAAC)
- Warfighting Skills Program (WAFSKIP)

a. SNCOADEP. Broader in scope than the career-level program, the SNCOADEP further develops a SNCO's abilities to

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manage unit training responsibilities and company-level combat duties. All staff sergeants are required to enroll in the SNCOADEP once they have completed the SNCOACC. Completion of this program is a prerequisite to attend the resident SNCO Academy Advanced Course (SMCR excepted).

GRADE	PVT/LCPL	CPL/SGT	SSGT	GYSGT	1STSGT/ MSGT	SGTMAJ/ MGYSGT
PME LEVEL/ PROGRAM	_____	NCO	SNCO CAREER	SNCO ADVANCED	SNCO SENIOR	
PROGRAMS AND COURSES	RECRUIT TRAINING	FMCL	SNCODEP	SNCODEP	1ST SGT COURSE	ANNUAL SYMPOSIUM
	MBST	CSCC SGTDEP SNCOASC	SNCOACC	SNCOAAC WAFSKIP	REGIONAL SEMINAR	
	PROFESSIONAL SELF STUDY (READING, CORRESPONDENCE COURSES, ETC.)					
LEVEL OF APPLICATION	INDIVIDUAL	SQUAD	PLATOON	COMPANY	STAFF FUNCTIONS	
TRAINING FOCUS	MCT ITB/SOI UST	MLT UST DEVELOPMENT OF UNIT TRAINERS	MLT UST DEVELOPMENT OF UNIT TRAINERS & SUPERVISORS	MLT UST UNIT TRAINING MANAGEMENT	AS DIRECTED BY UNIT COMMANDERS	
EDUCATION FOCUS	SERVICE VALUES HISTORY	DEVELOPMENT OF SOUND MILITARY JUDGMENT UNDERSTANDING OF MILITARY HISTORY IN RELATION TO TODAY'S BATTLEFIELD UNDERSTANDING CONCEPTS OF MANEUVER WARFARE LEADERSHIP			CONTEMPORARY ITEMS PERTINENT TO ENLISTED MARINES SENIOR/SUBORDINATE RELATIONSHIPS	

b. SNCOAAC. A course that completes the formal, resident enlisted PME process for gunnery sergeants and gunnery sergeant selects. The SNCOAAC is designed to improve the military judgment, leadership, training management techniques, and confidence level of gunnery sergeants. The course builds on previous PME in a rigorous learning environment with extensive practical application. Completion of the SNCOADEP (SMCR enrollment) is a prerequisite to attend this course.

c. WAFSKIP. This MCI WAFSKIP distance education program teaches Marine Corps doctrine, focusing on infantry tactics, and its application at the company level. WAFSKIP includes instruction in tactical fundamentals, combat techniques, fire support, combined arms warfare, and combat leadership. Staff sergeants and above are encouraged to enroll in this program. WAFSKIP is required for promotion to first sergeant and master sergeant. All DEP's for a Marine's current grade must be completed to enroll in the WAFSKIP.

6. SNCO Senior Program. This program provides professional forums for discussing contemporary issues and disseminating information to the senior enlisted leadership of the Marine Corps. It has three components:

- First Sergeant's Course.
- First Sergeant/Master Sergeant Regional Seminars.
- Sergeant Major/Master Gunnery Sergeant Symposium.

a. First Sergeant's Course. This course prepares gunnery sergeants selected for first sergeant or recently promoted first sergeants for the leadership and administrative challenges a first sergeant faces and facilitates transition to the 9999 MOS. This course provides basic instruction on the duties and responsibilities of a first sergeant, regardless of his/her unit. Understanding these duties and responsibilities augments a first sergeant's ability to advise, counsel and interact with the unit's commander, officers, SNCO's and enlisted Marines in order to accomplish the unit's mission. This course does not preclude a first sergeant from attending the First Sergeant/Master Sergeant Regional Seminar..

b. First Sergeant/Master Sergeant Regional Seminars. Each regional SNCOA conducts an annual First Sergeant/ Master Sergeant Seminar. Marines should attend at least one of these seminars during their time in grade as a first sergeant/ master sergeant; however attendance is not a prerequisite for promotion to sergeant major/master gunnery sergeant. The President, Marine Corps University and Director, Enlisted PME, in coordination with the regional SNCOA directors and the Sergeant Major of the Marine Corps, develops the agenda items for these seminars. After regional seminars have been completed, commanders are encouraged

to sponsor local SNCO seminars to encourage dissemination of information from the regional seminars).

c. Sergeant Major/Master Gunnery Sergeant Symposium. The MCU at Quantico hosts an annual symposium for Sergeants Major/Master Gunnery Sergeants. Marines are required to attend at least one of these symposia during their time in grade as sergeant major/master gunnery sergeant, and are encouraged to attend them periodically thereafter. The CMC and the Sergeant Major of the Marine Corps in coordination with the President, MCU, the Director of the Enlisted PME, and the Director, SNCOA, MCCDC, develops the agenda items for this symposium.

1005. OFFICER PME PROGRAM

1. Overview

a. The objectives of Marine Corps officer PME are to:

(1) Develop officers educated and skilled in the employment of combat forces and the conduct of war.

(2) Develop officers with the knowledge and skills to make sound decisions in progressively more demanding command and staff positions.

(3) Develop officers whose professional backgrounds and military education will improve the operational excellence of both single-service and joint military forces throughout the spectrum of war.

(4) Develop strategic thinkers and warfighters.

b. PME for officers can be completed in residence or through the DEP. Approximately 20 percent of eligible officers are selected to attend school in residence.

c. Both the resident programs and the DEP meet the required learning objectives and fulfill PME requirements. The DEP provides its students a baseline education. The resident courses cover more material in greater detail and are considered an enhanced education compared to the DEP. All Marines are encouraged to attend PME schools in residence if selected.

d. Completion of PME for officers, can not by law be tied directly to promotion, however, it is indicative of a Marine's desire to seek professional growth and may make him/her more competitive.

e. Participation in the DEP has been a consideration during

resident school selection boards and may improve a Marine's chances for selection.

f. Completion of a DEP does not preclude an officer from being considered for selection to that resident school. Officers who complete a DEP and are subsequently selected to attend the same resident course will be given the option to accept or decline the assignment without prejudice.

2. Officer PME Framework. Figure 1-2 depicts the fundamental relationships within the officer PME program by:

- Identifying five levels of military education -- precommissioning, primary/career, intermediate, senior, and general officer.
- Identifying the primary focus of each level of education in terms of the three major levels of war - - tactical, operational, and strategic (the study of strategy, operational art, and tactics cannot be confined to a specific time or level of PME). The framework shows the relative emphasis placed on each at a particular level of PME.
- Building each subsequent level of education on the knowledge and experience gained at a previous level.
- Showing the joint emphasis at each level.

3. Education at the Precommissioning Level

a. Focus. Military education at the precommissioning level focuses on the fundamentals of military science:

- (1) Service values and norms.
- (2) Military history.
- (3) Conceptual awareness of the levels of war.
- (4) Mission, organization and warfighting doctrine.
- (5) Introduction to unit level tactics.

(6) Introduction to joint warfighting force structures, capabilities, and operations.

b. Institutions/Programs

- (1) Service academies.

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(2) Reserve Officer Training Corps (ROTC) units.

GRADE	CADET/MIDN	WO-CAPT	MAJ	LTCOL-COL	GENERAL
PME LEVEL	PRE-COMMISSIONING	PRIMARY / CAREER	INTERMEDIATE	SENIOR	GENERAL/FLAG
PME PROGRAMS AND SCHOOLS	<ul style="list-style-type: none"> • SERVICE • ACADEMIES • OCS • ROTC UNITS 	<ul style="list-style-type: none"> • TBS • WAFSKIP (WO) • AWS • CCSC • OTHER SVC BASIC AND ADVANCED WARFARE SPECIALTY COURSES 	<ul style="list-style-type: none"> • C&SC • SAW • AIR C&SC • ARMY C&GSC • COLLEGE OF NAVAL CMD & STAFF • EQUIVALENT INT'L & CIV PROGRAMS 	<ul style="list-style-type: none"> • MCWAR • AIR WAR COLLEGE • ARMY WAR COLLEGE • COLLEGE OF NAVAL WARFARE • NATIONAL DEFENSE UNIVERSITY • EQUIVALENT INT'L & CIV PROGRAMS 	<ul style="list-style-type: none"> • CAPSTONE • SEMINARS AND COURSES • JFWOC • JFACC • SIWAC
	ARMED FORCES STAFF COLLEGE				
PROFESSIONAL SELF-STUDY (READING, CORRESPONDENCE COURSES, ETC.)					
LEVEL OF WAR	TACTICAL \		OPERATIONAL \		STRATEGIC
EDUCATION FOCUS	INTRO TO SERVICE MISSIONS	<ul style="list-style-type: none"> • MILITARY SPECIALTY • SERVICE DOCTRINE • SERVICE VALUES • LEADERSHIP • STAFF SKILLS 	<ul style="list-style-type: none"> • THEATER LEVEL OPERATIONAL ART • COMBINED ARMS WARFARE • INTRO, NAT'L MILITARY & SECURITY STRATEGY 	<ul style="list-style-type: none"> • SERVICE SCHOOL: NATIONAL MILITARY STRATEGY • JOINT SCHOOL: NATIONAL MILITARY STRATEGY 	<ul style="list-style-type: none"> • THEATER LEVEL JOINT/ COMBINED OPERATIONS • SYNTHESSES OF NATIONAL MILITARY STRATEGY WITH NATIONAL SECURITY STRATEGY
JOINT EMPHASIS	JOINT INTRODUCTION <ul style="list-style-type: none"> • HISTORY • PURPOSE • OVERVIEW 	JOINT <u>AWARENESS</u> ORGANIZATION MISSIONS INTER-SERVICE RELATIONSHIPS	<ul style="list-style-type: none"> • JOINT FORCES AND THE OPERATIONAL LEVEL OF WAR • ORG & CMD RELATIONSHIP • JOINT C3I • DEF PLANNING SYSTEMS 	<ul style="list-style-type: none"> • NATIONAL MILITARY CAPABILITY/ CMD STRUCTURE • JOINT DOCTRINE • JOINT PLANNING • INTRO TO JOINT/COMB THEATER WARFARE 	<ul style="list-style-type: none"> • SYNTHESIS OF NATIONAL SECURITY STRATEGY WITH NATIONAL POLICY MAKING REQUIREMENTS

Figure 1-2.-- Officer PME Framework

(3) Officer Candidates School (OCS).

4. Education at the Primary/Career Level

a. Focus. Primary and career level education reinforces Service values, develops warfighting skills, enhances leadership and decisionmaking ability, continues developing awareness of joint warfighting, and improves management and communication skills. Proficiency in military specialties and the tactical employment of military units are stressed to develop well-rounded officers for duties in the Fleet Marine Force (FMF), on a Marine Air-Ground Task Force (MAGTF) staff, or in a command billet in an expeditionary environment.

b. Institutions/Programs

(1) TBS. A 6-month, primary-level course which all second lieutenants attend after commissioning (15 weeks for newly commissioned warrant officers). The course lays the foundation of "Marine officership" before initial MOS training and initial duty assignment. Training and education emphasize professional norms, leadership, maneuver warfare doctrine, tactical control of weapon systems from the basic infantry level, and a basic knowledge of joint warfighting.

(2) WAFSKIP. This MCI WAFSKIP 7400 DEP teaches Marine Corps doctrine, focusing on infantry tactics, and its application at the company level. WAFSKIP includes instruction in tactical fundamentals, combat techniques, fire support, combined arms warfare, and combat leadership. Staff sergeants and above and warrant officers are eligible to enroll in this program. WAFSKIP is also available to other armed services officers of both active and reserve components, approved international officers and selected Federal government employees (GS-11 and above).

(3) Amphibious Warfare School (AWS). AWS can be completed by attending AWS in residence or through the Amphibious Warfare School Distance Education Program (AWSDEP). Both programs meet all requirements for career level PME. The resident course covers more material in greater detail and is considered an enhanced education compared to the DEP.

(a) AWS RESIDENT PROGRAM. A 9-month, career-level PME course designed to provide and develop the skills, knowledge and judgment needed to operate effectively on a MAGTF staff or in a command billet as a captain or major. AWS also provides a review of joint service operations. Each class includes officers from other military services of the United States and selected international military services.

(b) AWSDEP. AWSDEP is the program for officers who do not have an opportunity to attend the resident school to complete their career level PME. The curriculum will provide a baseline education that parallels the curriculum offered by the resident school. The prerequisites for participation in this program are: for lieutenants completion of TBS, for warrant officers completion of TBS and WAFSKIP, and for Marine SNCO's completion of all enlisted PME programs and WAFSKIP. AWSDEP is available to officers of other armed services in both active and reserve components, and selected Federal government employees (GS-11 and above). Requests for waivers of basic enrollment policy should be addressed to MCU, CCE at the address in appendix C. The AWSDEP is delivered in two phases.

1 AWSDEP Phase I. The instruction consists of two courses which cover theory and nature of war, Marine Corps warfighting doctrine, command and control, MAGTF communications, streamlined information flow, and other control techniques helpful to the company grade officer.

2 AWSDEP Phase II (8600). The course provides the student with an understanding of warfighting skills, command and control, tactical decision making, combined arms operations, and military operations other than war. The prerequisite for participation in the program is completion of the AWSDEP Phase I (8500).

(4) Command and Control Systems Course (CCSC). A 9-month, career-level PME course designed to educate officers on the command and control systems which allow commanders to plan, direct, and control forces at MAGTF, MEF, and Joint Task Force levels. CCSC is a career-level equivalent school. Graduates are awarded the MOS of 9985 (C4I Plans Officer) and are career level PME complete.

(5) Other Service Schools. Marines may attend basic (primary-level equivalent) and advanced (career-level equivalent) warfare specialty schools conducted by other services. Basic courses are oriented toward training, while advanced courses integrate skill progression with PME. Graduates of the advanced schools listed in appendix B, must also complete AWSDEP Phase I to be career level PME complete.

5. Education at the Intermediate Level

a. Focus. Intermediate-level education focuses on the employment of larger military units at the operational level of war. It is also the principal level for learning "jointness" (i.e., other service capabilities, limitations, and doctrines, as well as joint processes and procedures). Emphasis shifts from skill training to developing an officer's analytic abilities and

critical thinking skills.

b. Institutions/Programs

(1) Marine Corps Command and Staff College (CSC). CSC can be completed by attending the resident Marine Corps CSC or through the Command and Staff College Distance Education Program (CSCDEP). Both programs meet all requirements for intermediate level PME. The resident course covers more material in greater detail and is considered an enhanced education compared to the DEP.

(a) Marine Corps CSC Resident Program. The CSC provides intermediate and advanced-intermediate professional military education to field grade officers of the Marine Corps, other services, and other countries to prepare them for command and staff duties with MAGTF and for assignments with joint, multinational, and high-level service organizations. This 10 month resident course which is Joint PME Phase I accredited, focuses on developing an officer who understands the capabilities and potential roles of the MAGTF at the operational level of war and on how best to task organize, deploy, and employ these forces in any tactical environment across the entire spectrum of conflict. The course also covers the following areas:

- 1 Evolution of warfare.
- 2 Introduction to national security strategy and national military strategy.
- 3 Theater-level operations.
- 4 Joint/multinational education.
- 5 MAGTF operations.
- 6 Operations Other than War
- 7 Art of command

(b) CSCDEP. The CSCDEP is a Joint PME Phase I certified course that prepares field grade officers for command and staff duties with MAGTF, departmental, joint, and high-level service organizations. CSCDEP parallels the resident CSC course of instruction. Officers selected for major are eligible to enroll in the CSCDEP. Captains and CWO4s who have completed their career level PME may request a waiver to enroll as indicated below. The course is also open to other armed service officers (O-4 selects and above) of both active and reserve components, to select Federal government employees (GS-12 and above), and to approved international military officers who meet

the prerequisite. Requests for waivers of basic enrollment policy should be addressed to MCU, CCE at the address in appendix C.

(2) CSC's School of Advanced Warfighting (SAW). The School of Advanced Warfighting is an 11-month resident PME course designed to amplify and complement the C&SC curriculum. This follow-on course for selected ILS graduates, both resident and distance learning, focuses on preparing for war and the link between planning for war and warfighting.

(3) Other Service Schools. The primary sources of intermediate-level PME outside the Marine Corps are listed below. Appendix B includes a complete list of other service, civilian, and international intermediate level schools.

- (a) Air Command and Staff College.
- (b) Army Command and General Staff College.
- (c) College of Naval Command and Staff.

To be intermediate level PME complete, graduates must complete CSCDEP Course 8704, MAGTF Education of the 8700 series, or 8804 and 8805, known as 8845, The MAGTF and The Marine Corps Planning Process, of the 8800 series. Marines who attend SAW will complete 8805, during their year at SAW.

(4) Fellowships. Fellowships exist at the intermediate level and are listed in appendix B. Participation in these programs is encouraged as they provide educational opportunities for the individual not found within the military education system. Since personnel are selected to attend these fellowships by an intermediate level school (ILS) selection board, participants receive Service ILS credit providing they also complete CSCDEP course 8704, MAGTF Education, or 8804 and 8805, known as 8845, The MAGTF and The Marine Corps Planning Process, of the CSCDEP 8800 series. Fellowships do not meet the criteria established by the Chairman, JCS for Phase I Joint Professional Military Education equivalency.

6. Education at the Senior Level

a. Focus. Strategy -- the art and science of developing and using political, economic, psychological, and military forces as necessary during peace and war, to afford the maximum support to policies, thus increasing the probabilities and favorable consequences of victory and lessening the chances of defeat.

b. Institutions/Programs

(1) Marine Corps War College (MCWAR). A 10-month college that educates selected senior officers for decisionmaking during war and military operations other than war in a joint and

multinational environment. MCWAR graduates are prepared to assume senior leadership positions of increasing complexity by studying national military strategy, theater strategy and plans, and Marine Corps support to those strategies within the context of national security policies, decision making, objectives, and resources. Completion of the MCWAR curriculum satisfies Phase I of the JCS Program for Joint Professional Military Education.

(2) Other Service Schools. The primary sources of senior-level PME outside the Marine Corps are listed below. Appendix B includes a complete list of other service, civilian and international senior-level schools.

- (a) Air War College.
- (b) Army War College.
- (c) College of Naval Warfare.
- (d) National War College (NWC).
- (e) Industrial College of the Armed Forces (ICAF).

(3) Fellowships. Fellowships exist at the senior level (appendix B provides a list). Participation in these programs is encouraged, as they provide educational opportunities for the individual not found in the military education system. Since personnel are selected to attend these fellowships by a top-level school (TLS) selection board, participants receive the same TLS credit provided to personnel completing a program at one of the schools listed above. However, fellowships no longer meet the criteria established by the Chairman, JCS for Phase I Joint Professional Military Education since the 1997/1998 academic year.

7. Education at the General Officer Level

a. Focus. Education at the general officer level is inherently joint in nature. It focuses on theater-level joint and combined operations and on the highest levels of strategy; integrating the components of national power to achieve national objectives.

b. Courses/Seminars

(1) CAPSTONE. This course, conducted by the National Defense University (NDU), is required for active component officers selected for promotion to general/flag grade, unless waived by the Secretary of Defense.

(2) Joint Flag Officer Warfighting Course (JFOWC). A 2-week course conducted twice a year at Maxwell AFB, Alabama, to prepare selected flag officers for leadership responsibilities in the planning and execution of theater-level warfare. Two Marine

Corps generals attend each class.

(3) Flag and General Officer Seminar on Joint Planning. Offered by the Armed Forces Staff College.

(4) Joint Force Air Component Commander (JFACC) Course. A one week course conducted twice a year at Maxwell AFB, Alabama, to better prepare selected general/flag officers for leadership responsibilities in their role as JFACC during theater-level air operations, with particular emphasis on warfighting. Three Marine Corps generals attend each class.

(5) Senior Information Warfare Applications Course (SIWAC). An interagency course and a new step in the continuing education for Flag and Senior Executive Service officers from all Services, and senior executives from other Federal departments. It is designed to enhance senior leaders' understanding of the impact of emerging technologies on decision making in the Information Age.

(6) Professional Self-Study. Participation in fellowships or "chairs" at service and civilian universities provide additional avenues of professional development for flag rank officers.

8. The Joint Specialty Officer and Joint Education

a. One of the fundamental purposes of Title IV of the 1986 Goldwater-Nichols Act was to foster an increased joint orientation in all the services. A major provision of the law created the Joint Specialty Officer (JSO) designation for an officer who has developed a deep understanding and keen appreciation of the integrated employment and support of all services in the pursuit of national objectives (i.e., a "joint perspective").

b. The Chairman Joint Chiefs of Staff (CJCS) Program for Joint Education (PJE) contains the principles and conditions that prescribe the educational requirements for JSO qualification. This program recognizes that both service and joint schools contribute essential qualities to the educational development of a JSO nominee. Accordingly, to satisfy the educational requirements for JSO nomination, an officer must graduate from the NWC or the ICAF -- or acquire PJE Phase I from a CJCS-accredited resident or distance education PME program (such as Marine Corps CSC or a senior-level school) -- and complete the PJE Phase II curriculum offered by the Armed Forces Staff College.

c. Complete descriptions of the JSO program and its policies are found in the CJCS Instruction (CJCSI)1800.01, Officer Professional Military Education Policy (OPMEP).

9. Resident Commanders' Program. A 10 day Commanders' Course

and a 5-day Spouses' Workshop are conducted semiannually at MCCDC for all colonels and lieutenant colonels slated for command in the FMF's, supporting establishment and Marine Forces Reserve.

1006. PROFESSIONAL READING PROGRAM

1. Description. The profession of arms has a body of profound knowledge which requires constant study if a Marine is to remain a proficient leader. The Marine Corps Professional Reading Program is a systematic and progressive program designed to provide a continuum of study for all Marines, whether serving in the FMF, the supporting establishment, or attending resident formal schools. The program seeks to impart the following:

- An enlightened sense of Marine professional norms and a better understanding of the nature of the "calling" as a leader of Marines.
- A greater understanding of the profession of arms resulting in increased operational competence.
- An improved analytical and reasoning ability.
- An increased capacity for using printed media as a means of learning and communication.
- An increased knowledge of the Nation's institutions and the principles upon which the government and the Nation's way of life are founded.
- An increased knowledge of the world's governments, culture, and geography.

The Reading Program consists of three parts: the Commandant's Reading List, the Current Issues Reading List, and the Commandant's Choice. The Commandant's List contains works of a "timeless" nature oriented on warfighting, and is updated by each new Commandant. The Current Issues List contains works of a more topical nature, and is updated annually. The Commandant's Choice is a single work for all Marines to read.

2. Requirements

a. ALMAR 127/89 officially established the Professional Reading Program and directed that it be incorporated into the existing PME program of every command/unit. The ALMAR provided Marines with a list of books covering a wide range of military topics and general guidance on conducting the program.

b. ALMAR 246/96 further updated professional reading

requirements for all Marines as follows:

(1) Private, Private First Class, Lance Corporal, Corporal, Sergeant - read at least two books annually from the appropriate section of the Commandant's Reading List.

(2) Staff Sergeant, Warrant Officer, Chief Warrant Officer 2, Chief Warrant Officer 3, Second Lieutenant, First Lieutenant - read at least three books annually from the appropriate section of the Commandant's Reading List.

(3) All other ranks - read at least four books annually from the appropriate section of the Commandant's Reading List.

(4) All Marines should read at least one work from each grouping on the Current Issues List annually.

All Marines are encouraged to read more than the required minimum, including the "Commandant's Choice." In fact, Marines are required to read only a few books each year so that they have ample opportunity to read other books of their own choosing, books assigned to other grades, and books not listed on the professional reading list.

3. Responsibility. Leaders at all levels are responsible for actively implementing the program so that Marines are encouraged and motivated to read -- and do not view professional reading simply as a requirement. Methods for implementing the program are left up to commanders. Ultimately, the individual Marine is responsible for this important part of his or her professional development.

4. Administration. There is no centralized administrative procedure for supervising the reading program. Compliance with the program is a function of command, and every effort should be made to keep administrative overhead to a minimum.

5. Organization of the Reading List

a. Book titles on the reading list are listed by grade in the following categories:

- Marine Corps Heritage
- Leadership, Memoirs, and Biographies
- Theory, Nature, and History of War
- Strategy, Policy, and Civil-Military Relations
- Operations, Campaigns, and Battles
- Doctrine, Tactics, and Training
- Small Wars
- Sineews of War

b. There are more titles listed for each grade than a Marine is required to read while in that grade. This gives Marines and commanders the freedom to choose titles. The books allocated to each grade are generally balanced by category, although certain categories are weighted toward lower or higher grades.

6. Sources for Books. Books on the reading list are stocked at all base libraries and exchanges. Many of the books are also available at commercial bookstores and some previously out-of-print books are reprinted by the Marine Corps Association (MCA). Books that are available through the MCA Bookstore can be ordered from the address or phone number provided in Appendix C.

7. Book on Books. Marine Corps Reference Publication 6-11A, A Book on Books, provides a complete and detailed description of the Professional Reading Program -- the philosophy behind it, how it works, and how to gain the most from the program. A Book on Books also contains book reviews of each reading list selection and identifies additional references and periodicals that can contribute to professional growth.

1007. PME REQUIREMENTS BY GRADE. The following PME requirements have been developed in a building-block progression to provide each Marine with the requisite skills and knowledge to be successful at the next higher grade. To satisfy all PME requirements and become more competitive for promotion, enlisted Marines should complete their appropriate distance education PME program and attend the resident course appropriate for their grade. To gain maximum benefit, Marines should attend the appropriate resident course once selected for the next rank or as soon as possible once promoted. For sergeants through gunnery sergeants, completion of appropriate distance education PME program is required to qualify for promotion to the next grade. All distance education courses are products of MCI unless otherwise stated.

1. Private through Lance Corporal. There are no formal PME requirements for these grades; however, participation in the Professional Reading Program and other avenues of self-study are strongly encouraged (for example, lance corporals could take the MCI course entitled Fundamentals of Marine Corps Leadership).

2. Corporal

a. Complete the MCI course Fundamentals of Marine Corps Leadership.

b. Unit Commanders are directed to encourage corporals to attend the CSCC where available.

c. Senior corporals should enroll in the SGTDEP.

d. Participate in the Professional Reading Program.

3. Sergeant

a. Complete the SGTDEP.

b. Attend the SNCOASC. To attend, individuals must have completed the SGTDEP, be in full duty status, and meet Marine Corps fitness and weight standards. Resident PME credit may also be obtained per paragraph 2004.3 of this Manual.

c. Participate in the Professional Reading Program.

d. Participate in a professional self-study program.

e. May enroll in the SNCOCDEP when all in grade PME is complete.

f. May attend the SNCOACC as a staff sergeant select if the prerequisite SNCOCDEP has been completed.

4. Staff Sergeant

a. Complete the SNCOCDEP.

b. Attend the SNCOACC. To attend, individuals must have completed the SNCOCDEP, be in full duty status, and meet Marine Corps fitness and weight standards. Resident PME credit may also be obtained per paragraph 2004.3 of this Manual.

c. Participate in the Professional Reading Program.

d. Participate in a professional self-study program (MCI WAFSKIP, for example).

e. May enroll in the SNCOADEP when all in grade PME is complete.

f. May attend the SNCOAAC as a gunnery sergeant select if the prerequisite SNCOADEP has been completed.

5. Gunnery Sergeant

a. Complete SNCOADEP.

b. Attend the SNCOAAC. To attend, individuals must have completed the SNCOADEP, be in full duty status, and meet Marine Corps fitness and weight standards.

c. Gunnery sergeants desiring promotion to first sergeant or master sergeant must complete the prerequisite SNCO Advanced Program in its entirety (SNCOADEP, SNCOAAC, and WAFSKIP; see Figure 1-1). Resident PME credit for the SNCOAAC may be obtained per paragraph 2004.3 of this Manual.

d. Participate in the Professional Reading Program.

e. Participate in a professional self-study program.

6. First Sergeant/Master Sergeant

a. First sergeants must attend the First Sergeant's Course.

b. Attend a First Sergeant/Master Sergeant Regional Seminar.

c. Participate in the Professional Reading Program.

d. Participate in a professional self-study program.

7. Sergeant Major/Master Gunnery Sergeant

a. Attend a Sergeant Major/Master Gunnery Sergeant symposium.

b. Participate in the Professional Reading Program.

c. Participate in a professional self-study program.

8. Warrant Officers

a. WO/CWO2

(1) Upon completion of the Warrant Officer Basic Course, enroll in and complete the MCI WAFSKIP.

(2) Participate in the Professional Reading Program.

(3) Participate in a professional self-study program.

b. CWO3

(1) Enroll in the AWSDEP Phase I.

(2) Participate in the Professional Reading Program.

(3) Participate in a professional self-study program.

c. CWO4

(1) Enroll in and complete AWSDEP Phase II.

(2) Participate in the Professional Reading Program.

(3) Participate in a professional self-study program which may include the CSCDEP.

d. CWO5. Participate in a professional self-study program.

9. Second Lieutenant/First Lieutenant

a. TBS, MOS schools, self-study, and experience are the appropriate PME for lieutenants.

b. Participate in the Professional Reading Program.

c. Participate in a professional self-study program.

d. Lieutenants are eligible and highly encouraged to enroll in the AWSDEP as early as possible.

10. Captain

a. Attend AWS, CCSC, or an equivalent career level school in residence (equivalent schools are listed in appendix B), or complete the AWSDEP. Officers who attend another service's career level school must also complete Phase I of the AWSDEP in order to be PME complete as a captain. Enrollment in more than one DEP at a time is prohibited, therefore, officers must complete the AWSDEP Phase I prior to enrolling in AWSDEP Phase II. Completion of the AWSDEP does not exclude an officer from being considered for selection to a resident career level school. Officers who have completed the AWSDEP and are subsequently selected to attend a resident CLS will be given the option to accept or decline the assignment without prejudice.

b. Participate in the Professional Reading Program.

c. Participate in a professional self-study program.

11. Major

a. Complete CSC or an equivalent ILS in residence, or complete the CSCDEP, or complete an ILS DEP offered by another service. Students attending equivalent schools or completing another service's distance education course must also complete MAGTF Education of the CSCDEP 8700 series, or The MAGTF and The Marine Corps Planning Process of the 8800 series. Equivalent schools are listed in appendix B. Completion of CSCDEP does not

preclude an officer from being considered for selection to a resident ILS. Officers who have completed the CSCDEP and are subsequently selected to attend a resident ILS will be given the option to accept or decline the assignment without prejudice.

b. Some may attend School of Advanced Warfighting, the follow-on resident course of study at CSC. Both resident and distance education CSC graduates are eligible to attend.

c. Participate in the Professional Reading Program.

d. Participate in a professional self-study program.

12. Lieutenant Colonel

a. Lieutenant colonels may attend a senior-level school in residence; others may complete an equivalent DEP if they desire. Equivalent schools are listed in appendix B.

b. Participate in the Professional Reading Program.

c. Participate in a professional self-study program.

13. Colonel

a. Colonels may attend a senior-level school in residence.

b. Participate in the Professional Reading Program.

c. Participate in a professional self-study program.

14. General Officers

a. Attend CAPSTONE.

b. Attend CMC-directed general officer wargames.

c. Attend CMC-directed general officer symposia.

d. Participate in a professional self-study program.

PROFESSIONAL MILITARY EDUCATION

CHAPTER 2

PME POLICY

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CHAPTER 2

PME POLICY

2001. CURRICULUM POLICIES

1. General. Professional Military Education (PME) curricula are current, dynamic, forward looking, and based on the warfighting needs of the Marine Corps.

2. Joint PME. Joint education is appropriate at many levels of Marine Corps PME and formal school curricula reflect this integral joint perspective. Marine Corps PME schools involved in Joint Specialty Officer (JSO) education fulfill the learning objectives of the Program for Joint Education (PJE) identified in Chairman, Joint Chiefs of Staff Instruction (CJCSI) 1800.01, Officer Professional Military Education Policy (OPMEP).

3. Training Management. Reference (c) establishes Marine Corps training management policy. To ensure effective implementation of that policy, training management is part of the curriculum of all formal PME schools. The President, Marine Corps University (MCU), ensures appropriate curriculum content during the development process of the Program of Instruction (POI) for each formal school.

4. Teaching Methods. PME curricula are designed to facilitate an appropriate mix of instructional techniques and technology that encourages critical thinking, guided and interactive discussions, and complex practical applications. These include reading, writing, research, oral presentations, seminar discussions, case studies, wargaming, practical application exercises, lectures and films; whichever most clearly and effectively conveys the material.

5. Grading Academic Performance. A clear emphasis on high academic standards appropriate to the level of education is essential. PME schools accomplish this by assigning grades to academic work according to guidance from the President, MCU.

6. Distinguished Graduate Award. All Marine PME schools will have a distinguished graduate award to recognize and encourage student professional achievement.

2002. FACULTY POLICIES

1. Faculty Quality. Both military and civilian faculty members are the highest caliber, combining operational experience, educational expertise, teaching skills, and a professional desire to contribute, all of which are consistent with the PME school they represent. Command and Staff College (CSC) and Marine Corps War College (MCWAR) faculty members also meet applicable quality

standards specified in the OPMEP.

2. Faculty Composition. Faculty composition is tailored to ensure continuity, faculty stability, representation of all elements of the MAGTF, and subject matter expertise. The faculty mixes of the CSC, CCE, and MCWAR also meet applicable standards specified in the OPMEP.

3. Student-Faculty Ratio. A reasonably low student-faculty ratio is important to the quality of instruction at any level of education. The student-faculty ratio should be appropriate to the level and type of instruction presented. The C&SC and MCWAR are guided by ratios set forth in the OPMEP.

4. Faculty Development. Each member of a school faculty is a valued and vital resource in educating our Marines. Faculty development plans nurture professional growth and academic enrichment by providing opportunities for:

- a. Continuing professional education.
- b. Educator skills enhancement.
- c. Participation in professional conferences and seminars.
- d. Faculty exchanges with other service schools, colleges, military postgraduate schools, and civilian and foreign institutions.

5. Outreach Programs. When appropriate, PME schools pursue a program of outreach within the national defense community. This program consists of frequent interaction with various branches of the government, warfighting experts, historians, and civilian and international organizations. The purpose of this effort is to promote the exchange of ideas in order to enhance the professional development of students and faculty.

2003. STUDENT POLICIES

1. MCI PME Program Eligibility. Generally, Marines may enroll in distance education PME programs appropriate for their grade and the next higher grade after they have satisfied the PME requirements of their current grade as defined in Chapter 1 of this Manual. Marines are prohibited from enrolling in more than one PME Distance Education Program (DEP) at a time.

2. Student Selection

a. Staff Noncommissioned Officer Academies (SNCOA). The requisite grades for the various enlisted PME courses are noted in Chapter 1. The intent of enlisted PME is to educate students during their first 2 years in each grade, so that they

have time to apply what they have learned.

b. The Basic School (TBS). All newly commissioned second lieutenants must attend the Basic Officers' course at TBS. Newly appointed warrant officers must attend the Warrant Officer Basic Course. Certain international officers may attend TBS when appropriate and beneficial to the development objectives of the school.

c. Amphibious Warfare School (AWS). Officers assigned to AWS will normally be captains or captain selects. Other services and organizations participating in the AWS program are responsible for assigning students with appropriate qualifications.

d. Command and Control Systems Course (CCSC). Students assigned to CCSC must have attained, or been selected for, the grade of captain, and be eligible for or have a SCI/Top Secret clearance. Other services and organizations participating in the CCSC program are responsible for assigning students with appropriate qualifications.

e. Command and Staff College/School of Advanced Warfighting (CSC/SAW)

(1) Military students assigned to the resident CSC course must have attained, or been selected for, the grade of major; must have a baccalaureate degree, and must hold a secret clearance.

(2) Military students assigned to the SAW are selected by the Director, Personnel Management Division (CMC (MM)), from a list of officers developed and submitted by the Director, CSC, via the President, MCU. Military students must have successfully completed a CSC equivalent intermediate level course, hold a baccalaureate degree, and have a secret clearance.

(3) Civilian students assigned to the CSC course must have attained a professional level in their parent organization or agency comparable to their military counterparts. They should have appropriate education and experience and be identified by their organization as in a professional career track for executive-level service by their organization.

(4) Other services and organizations participating in CSC are responsible for selecting students with comparable qualifications.

f. MCWAR

(1) Students assigned to the MCWAR must have attained the rank of lieutenant colonel or colonel.

(2) Marine Corps students generally have completed a command tour in the grade of lieutenant colonel.

(3) Students should be graduates of an accredited intermediate-level school program.

(4) Students must possess an SSBI/Top Secret clearance.

(5) Students should hold a masters degree.

(6) Marine students can expect a follow-on tour as an instructor at the CSC.

g. Other-Service, Civilian and International Programs.

Marine officers selected to participate in other-service, civilian or international educational programs must meet the educational prerequisites established by the program. They are still responsible for satisfying Marine Corps educational requirements identified in Chapter 1 of this Manual. PME and PJE equivalence for many of these programs is listed in appendix B.

h. National Defense University (NDU)

(1) Marines assigned to the National War College (NWC) and Industrial College of the Armed Forces (ICAF) must be promoted (not frocked) to the grade of lieutenant colonel on or before 1 August of each respective academic year.

(2) Marine graduates of NWC and ICAF are fully PJE qualified.

(3) NDU's Armed Forces Staff College (AFSC) provides PJE Phase II certification to graduates of a PJE Phase I course of instruction or a Chairman Joint Chiefs of Staff (CJCS)-approved equivalent. The OPMEP requires CJCS waivers on a case-by-case basis for "compelling reasons" for those officers lacking PJE Phase I. Waivers are held to a minimum.

i. Other Service Participation. The attendance of other service representatives at PME schools can contribute to the professional development of Marines. PME schools should include other service students where appropriate to the objectives of the school and the development of attending Marines.

j. International Participation. The attendance of international students at PME institutions contributes to the educational development of all students. PME schools maintain international student programs that support current Security Assistance Training Program objectives and best meet the objectives of the schools. International participation is consistent with relevant security considerations and directives.

2004. PROGRAM MANAGEMENT POLICIES

1. General. PME is an integral part of every Marine's professional development. As such, all Marines must have equal opportunity to participate in PME programs. "Op-tempo" and indispensable to the unit" are not reasons to prevent a Marine from satisfying PME program requirements.

2. Reserve PME. Marine Corps PME is applicable to the total force; therefore, PME requirements for distance education, professional reading, and professional self-study apply to all Marines, Regular and Reserve. Because the length of resident instruction makes attendance difficult for Reserve Marines, the policies below apply.

a. Enlisted PME

(1) Sufficient school seats must exist for Selected Marine Corps Reserve (SMCR) Marines to attend 2 weeks of training at a PME site throughout the year (with larger quotas in the summer courses). That part of the curriculum not accomplished in residence is completed at the inactive duty training site. The Director, Reserve Affairs (CMC (RA)) publishes a Reserve integration plan for resident enlisted PME which includes administrative instructions (funding, quotas, etc.), and the core tasks that CG, 4th Marine Division (REIN); CG, 4th Marine Aircraft Wing; CG, 4th FSSG; and operational sponsors are responsible for coordinating. SMCR personnel are responsible for completing all distance education PME requirements appropriate to their grade.

(2) Members of the Individual Ready Reserve and Individual Mobilization Augmentees are responsible for completing all distance education PME requirements appropriate to their grade and are encouraged to attend PME schools in residence.

b. Officer PME. Limited resident PME opportunities exist for reserve officers. The vast majority of reserve officers will attain their PME qualifications via College of Continuing Education enhanced distance education PME programs offered by the MCI or a sister service equivalent. CCE, in conjunction with AWS and CSC, offers 2 week programs throughout the year to better support the reserve forces. These programs each teach one course from the DEP. Course final exams are administered at the end of each course and appropriate credit given for successful completion. Requests for enrollment in the 2 week programs should be forwarded to Reserve Affairs (RAM-4), HQMC, 3280 Russell Road, Quantico VA 22134-5103.

3. PME Credit for Drill Instructor School, Recruiter School, and Marine Security Guard School. As announced in ALMAR 156/96, all Marines in the grade of corporal through gunnery sergeant may, at their commander's discretion, receive PME credit for the successful completion of Drill Instructor School, Recruiter

School, or Marine Security Guard School. Although these schools do not provide all the warfighting skills of a resident PME school, they do provide the professional education required for NCOs and SNCO's. For example, a sergeant who has met the prerequisite requirement of completing the Sergeant's Distance Education Program -- and has successfully completed the Drill Instructor School -- may receive credit for completing the resident Sergeant's Course. If the Marine has previously attended the resident Sergeant's Course, this credit may be delayed and given for the resident SNCO Career Course once the individual has been selected for staff sergeant, and has completed the SNCO Career Distance Education Program.

a. Completing one of the aforementioned schools does not automatically result in PME credit. Based on evaluation of a Marine's leadership and warfighting skills, a commander may direct that the Marine should also complete the appropriate resident PME course.

b. Commanders may not substitute the aforementioned schools for resident PME school credit unless the associated distance education PME course has been completed.

c. Substitution of these schools for a resident PME school may be accomplished only once in a Marine's career.

Marines serving as drill instructors, recruiters, and Marine Security Guards are still encouraged to attend the resident SNCOA course appropriate to their grade. Commanders should support such requests whenever possible.

4. PME Equivalency. A complete listing of other-service, foreign, and civilian PME courses which receive PME equivalency may be found in appendix B. Forward all new requests for PME course equivalency, with supporting materials, to the CG MCCDC (C40 CCE), Quantico, Virginia 22134 for review.

5. Fitness Reports. All Marines attending resident PME courses are evaluated according to procedures specified in the current edition of MCO P1610.7, Performance Evaluation System.

6. Joint Accreditation. All Marine PME programs that incorporate the PJE curriculum for purposes of JSO qualification must be accredited by the CJCS Process for Accreditation of Joint Education (PAJE) every 5 years.

CHAPTER 3

RESPONSIBILITIES

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CHAPTER 3

RESPONSIBILITIES

3001. GENERAL

1. This Manual defines the goals of Professional Military Education and provides the guidance required to successfully develop Marine leaders. The lists of equivalent joint, other-service, international, and civilian schools in appendix B and Marine Corps PME points of contact (POC) in appendix C should help satisfy this requirement.

2. The responsibility for professional development is shared by the education establishment - Marine Corps Combat Develop Command (MCCDC), Marine Corps University (MCU), Training and Education Division (T&EDIV), Marine Corps Institute (MCI)- commanders, and the individual marine. MCCDC provides service-level policy management of Marine Corps PME. MCU provides formal training and education that focuses on developing leadership, warfighting skills, and knowledge commensurate with a Marine's grade. Commanders teach general and specific military subjects and actively nurture the decision-making abilities of their subordinates. The individual rounds out the educational process by studying the profession of arms and personally preparing for each stage of his or her professional development. The result is a broadened professional perspective and improved operational excellence throughout the Marine Corps for the total scope of military operations.

3002. INDIVIDUAL. Ultimately, Marines are responsible for their own professional development. Each Marine is expected to pursue a lifelong program of mental fitness in much the same manner as he or she does for physical fitness.

3003. COMMAND. The ability to make sound military judgments cannot simply be mandated. A well-structured PME program, with high command priority, provides the tools necessary to facilitate responsible and effective combat leadership. All Marine Corps commands must establish an appropriate PME policy based on, and in support of, guidance provided in this Manual. The form that command PME policy takes is left to the discretion of the commander, but each commander should emphasize the following:

- Recognize the importance of a program which integrates PME throughout a career.

3004

PROFESSIONAL MILITARY EDUCATION

- Ensure that all Marines complete appropriate PME requirements in a timely manner.
- Provide an environment conducive to the study of war.
- Identify and develop those Marines with the capacity for strategic thought.

3004. EDUCATION ESTABLISHMENT

1. Commanding General (CG), MCCDC

a. Advises and guides Marine Corps commanders of the operating forces, supporting establishment, bases, and stations in all matters related to PME, including: the development of educational objectives, oversight of unit-level and formal school training management procedures, and proponency for worldwide Marine Corps PME support resources.

b. As CG, Marine Corps Schools, exercises operational control, technical direction, and coordination of all Marine Corps PME schools.

c. Develops and implements policy and programs for the PME of Marines.

d. Ensures that the Director, MCI plans, develops, and administers distance education PME programs in concert with MCU's CCE.

e. Coordinates with CMC (M&RA) in:

(1) The deliberate staffing process for permanent personnel assigned to PME schools.

(2) The development of Marine Corps input to Naval ROTC precommissioning training and education.

(3) The development of Marine Corps input to U.S. Naval Academy precommissioning training and education.

2. President, MCU. The President, MCU develops, recommends, implements, and monitors the resident and distance education PME policies, plans, and programs for all Marines, Regular and Reserve. Specific responsibilities are:

a. Oversees all PME school operations in the Marine Corps.

b. Coordinates with T&EDIV, MCCDC, during the development, evaluation and revision of training standards and educational

objectives, PME school programs of instruction (POI), distance education instruction, and professional self-study.

c. Approves POI's for all resident and distance education PME courses.

d. Reviews, updates, and administers the Marine Corps Professional Reading Program.

e. Participates in developing, documenting, and refining Marine Corps warfighting doctrine and practice. Identifies Marine Corps-wide PME support requirements.

g. Provides administrative and training support for international military students assigned to PME schools at MCCDC.

h. Coordinates development and promulgation of instructional publications required for PME.

i. Conducts research and analysis necessary to keep PME current.

3. Commanding Officers/Directors of Formal Marine Corps PME Institutions. Comply with the policies and procedures established in references (a) through (c) and this Manual as they pertain to designing, developing, implementing, and evaluating Marine Corps formal school courses of instruction.

PROFESSIONAL MILITARY EDUCATION

APPENDIX A

GLOSSARY

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PROFESSIONAL MILITARY EDUCATION

GLOSSARY

ABBREVIATIONS AND ACRONYMS

<u>ACRONYM/ LONG TITLE</u>	<u>ABBREVIATION</u>
Amphibious Warfare School	AWS
Amphibious Warfare School Distance Education Program	AWSDEP
Armed Forces Staff College	AFSC
Army Command and General Staff College	ACGSC
Basic Warrior Training	BWT
Chairman of the Joint Chiefs of Staff	CJCS
Career Level School	CLS
College of Continuing Education	CCE
Command and Control Systems Course	CCSC
Command and Control Systems School	CCSS
Command and Staff College	CSC
Command and Staff College Distance Education Program	CSCDEP
Command Sponsored Corporal's Course	CSCC
Commandant of the Marine Corps	CMC
Distance Education Program	DEP
Department of Defense	DoD
Expeditionary Warfare Training Group	EWTG
Fleet Marine Force	FMF
Individual Mobilization Augmentee	IMA

PROFESSIONAL MILITARY EDUCATION

<u>ACRONYM/ LONG TITLE</u>	<u>ABBREVIATION</u>
Individual Ready Reserve	IRR
Industrial College of the Armed Forces	ICAF
Intermediate Level School	ILS
Joint Chiefs of Staff	JCS
Joint Flag Officers Warfighting Course	JFOWC
Joint Professional Military Education	JPME
Joint Specialty Officer	JSO
Marine Air-Ground Task Force	MAGTF
Marine Battle Skills Training	MBST
Marine Combat Training	MCT
Marine Corps War College	MCWAR
Marine Corps Association	MCA
Marine Corps Combat Development Command	MCCDC
Marine Corps Institute	MCI
Marine Corps School of Advanced Warfighting	SAW
Marine Corps University	MCU
Marine Leader Training	MLT
Military Occupational Specialty	MOS
National Defense University	NDU
National War College	NWC
Noncommissioned Officer	NCO
Officer Professional Military Education Policy	OPMEP

PROFESSIONAL MILITARY EDUCATION

<u>ACRONYM/ LONG TITLE</u>	<u>ABBREVIATION</u>
Officer Candidates School	OCS
Process for Accreditation of Joint Education	PAJE
Professional Military Education	PME
Program for Joint Education	PJE
Reserve Officer Training Corps	ROTC
Selected Marine Corps Reserve	SMCR
Senior Level School	SLS
Sergeant's Distance Education Program	SGTDEP
Staff Noncommissioned Officer	SNCO
Staff Noncommissioned Officer Academy	SNCOA
SNCO Academy Advanced Course	SNCOAAC
SNCO Academy Career Course	SNCOACC
SNCO Academy Sergeant's Course	SNCOASC
SNCO Advanced Distance Education Program	SNCOADEP
SNCO Career Distance Education Program	SNCOCDPEP
The Basic School	TBS
Top Level School	TLS
Training and Education Division	T&E Div
Unit Sustainment Training	UST
Warfighting Skills Program	WAFSKIP

PROFESSIONAL MILITARY EDUCATION

GLOSSARY

DEFINITIONS

Armed Forces Staff College (AFSC)

A component of the NDU at Norfolk, Virginia, providing a curriculum of intermediate-level and senior-level PJE Phase II to attending officers. AFSC's concentrated joint focus contributes to the qualification of the graduating officer as a Joint Specialty Officer nominee.

Career Level School (CLS)

A formal PME school designed to educate company grade officers, typically junior captains/lieutenants (USN); examples include AWS, the CCSC, and equivalent courses in other services.

Commandant's Choice

A book or group of books chosen annually by the Commandant, based upon timeliness, value, and Corps-wide interest. The Commandant's Choice is a supplement to the professional reading program and all Marines are encouraged to read it.

Distance Education

Within the context of PME, DEP's were previously referred to as nonresident or correspondence programs. With the advent of the CCE and the incorporation of emerging distance education technology, the term distance education better describes this active learning process. Officer distance education courses parallel corresponding on-campus courses with adjustments made for different teaching environments, methodologies, and time available. Enlisted distance education courses are prerequisites for the appropriate level resident course and do not, to the extent possible, provide overlap of material.

Faculty

Those members of an educational institution who conduct research, or who teach, prepare, or design curricula.

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Formal School

A school which satisfies Marine Corps-wide training and education requirements; has facilities, funding and personnel requirements provided by the Marine Corps; has quotas normally controlled by the CG, Marine Corps Schools (C463); is funded under program element 847XX; and has course descriptive data approved by the CG, Marine Corps Schools for each course of instruction.

Intermediate Level School (ILS)

A formal PME college or equivalent designed to educate junior field grade officers, typically in the grade of major/lieutenant commander; examples include Marine Corps CSC, the SAW, equivalent schools in other services, and the AFSC PJE Phase II intermediate-level course.

Joint Accreditation

The granting of approval to conduct PJE instruction by the CJCS, to a PME institution of learning, after the school has satisfied the requirements specified by the PAJE.

Joint Matters

Matters relating to the integrated employment of land, sea, and air forces, including matters relating to national military strategy, strategic and contingency planning, command of combat operations under a unified command; and joint force development.

Joint Schools

The NWC, the ICAF, and the AFSC, which are components of the NDU, are joint schools. These schools are under the supervision of the CJCS, (via the President, NDU) and are, by law, fully joint in mission and orientation.

Joint Specialty Officer (JSO)

An officer who is educated and experienced in the formulation of national security strategy and national military strategy; and in the employment, deployment, and support of unified commands, joint task forces, and combined forces to achieve national security objectives. JSO,s provide continuity for joint matters critical to strategic and operational planning and act as mentors

PROFESSIONAL MILITARY EDUCATION

within the joint arena and their own services. JSOs are designated by the Secretary of Defense, per 10 U.S.C. 661.

Marine Air-Ground Task Force (MAGTF)

A task organization structured to accomplish specific missions and directed by a single commander. The MAGTF has four elements: command, ground combat, aviation combat, and combat service support. The appropriate combination of these elements provides a balanced air-ground team of combined arms with an integrated command and control system.

Marine Corps Association (MCA)

Founded in 1913, the MCA is the Marine Corps' professional association. In addition to publishing Leatherneck and the Marine Corps Gazette, it operates a retail and mail order book service and sponsors the MCA Awards Program which recognizes high professional achievement throughout the Corps.

Marine Corps Combat Development Command (MCCDC)

MCCDC develops, assesses, and promulgates concepts, plans, and doctrine; identifies and assesses changes to doctrine, training, MAGTF structure, and materiel; develops, in coordination with the other military services, doctrines, tactics and techniques; serves as the proponent for all warfighting mission areas; develops and implements policy and programs for the training and education of all Regular and Reserve Marine Corps personnel and units; exercises coordination of all manual and automated wargaming; provides simulation, modeling, and assessment support for the Combat Development Command, operating forces, the Reserve establishment, supporting establishment, and Headquarters Marine Corps.

Marine Corps Institute (MCI)

The MCI provides distance education PME courseware and specialized skill training courses; develops and provides MBST/Essential Subjects handbooks and tests; and develops and provides training and education materials to support the use of training standards and educational objectives.

Marine Corps University (MCU)

Activated on 1 August 1989 to develop, recommend, implement, and monitor the resident and distance education PME policies and

PROFESSIONAL MILITARY EDUCATION

programs for all Regular and Reserve Marines. MCU is comprised of the SNCOA's, the CCE, OCS, TBS, the AWS, the CCSS, the CSC, the SAW, and the MCWAR.

Marine Leader Training (MLT)

The third stage of the four-stage MBST Program. MLT incorporates unit-level battle skills into the curricula of enlisted PME courses.

Military Education

The systematic instruction of individuals in subjects which will enhance their knowledge of the science and art of war. (Joint Pub 1-02, DoD)

National Military Strategy

The art and science of employing the armed forces of a nation to secure the objectives of national policy by the application of force or the threat of force.

Operational Art

The employment of military forces to attain strategic goals in a theater of war or theater of operations through the design, organization, and conduct of campaigns and major operations.

Operational Level of War

The level of war at which campaigns and major operations are planned, conducted, and sustained to accomplish strategic objectives within theaters or areas of operations. Activities at this level link tactics and strategy by establishing operational objectives needed to accomplish the strategic objectives, sequencing events to achieve the operational objectives, initiating actions, and applying resources to bring about and sustain these events. These activities imply a broader dimension of time or space than do tactics; they ensure the logistic and administrative support of tactical forces, and provide the means by which tactical successes are exploited to achieve strategic objectives. (Joint Pub 1-02, DoD)

Professional Military Education (PME)

Military education which provides individuals with the skills, knowledge, and understanding that enable them to make

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sound decisions in progressively more demanding command and staff positions within the national security environment. PME has as its primary theme the employment of combat forces, with strategy being increasingly emphasized at the intermediate, senior, and general/flag officer levels. It addresses the military, political, economic, social, and psychological dimensions of national security with varying degrees of emphasis on the planning and conduct of war, service organizations, joint and combined operations, force employment and deployment concepts, and military leadership.

Program of Instruction (POI)

A key training and education management document approved by the CG, Marine Corps Schools, which specifies training and education to be implemented during a course of instruction conducted in a Marine Corps formal school or training center. Each POI describes a course in terms of structure, delivery methods and media, student to instructor ratio, length, intended learning outcomes, and evaluation procedures. All Marine Corps formal school and training center POI's are prepared in support of training standards and educational objectives promulgated (or task lists approved) by the CG MCCDC.

Senior Level School

A formal PME school designed to educate senior field grade officers, typically in the grade of lieutenant colonel/commander or colonel/captain; examples include the MCWAR, other service war colleges, the NWC, the ICAF, and approved equivalents.

Staff Ride

A training tool designed to prepare officers for wartime duties by combining the historical study of a battle with a visit to the actual site of operations. The staff ride stimulates analysis and discussion of battlefield lessons.

Strategic Level of War

The level of war at which a nation or group of nations determines national or alliance security objectives and develops and uses national resources to accomplish those objectives. Activities at this level establish national and alliance military objectives; sequence initiatives; define limits and assess risks for the use of military and other instruments of power; develop global or theater war plans to achieve those objectives; and provide armed forces and other capabilities per the strategic plan. (Joint Pub 1-02, DoD)

PROFESSIONAL MILITARY EDUCATION

Tactical Level of War

The level of war at which battles and engagements are planned and executed to accomplish military objectives assigned to tactical units or task forces. Activities at this level focus on the ordered arrangement and maneuver of combat elements in relation to each other and to the enemy to achieve combat objectives. (Joint Pub 1-02, DoD)

Training and Education Division (T&E Div)

Formerly the Marine Corps Air-Ground Training and Education Center, the T&E Div was established in 1988 by consolidating the Training Department at Headquarters Marine Corps and elements of the Education Center at Quantico. As part of the MCCDC, its mission is to design, develop, resource, and implement policies, plans, and programs for training, and to develop education policies for all Marines.

PROFESSIONAL MILITARY EDUCATION

APPENDIX B

SERVICE, FOREIGN, AND CIVILIAN PME (OFFICER)

This appendix provides a sample of PME opportunities available to Regular and Reserve Marine officers. Since schools appearing in this section will change from time to time, this appendix will be updated as required by ALMAR. Additional information on these schools may be found in NAVMC 2771 (Marine Corps Formal Schools Catalog) or by contacting your unit education officer. Appendix C provides points of contact for the programs listed. Refer to notes as indicated for explanatory information.

CAREER LEVEL

Service Schools (Note 1)

- Air Defense Artillery Officer Advanced Course
- Amphibious Warfare School
- Armor Officer Advanced Course
- Aviation Officer Advanced Course
- Combined Logistics Officer Advanced Course
- Command and Control Systems Course
- Engineer Officer Advanced Course
- Field Artillery Officer Advanced Course
- Infantry Officer Advanced Course
- Military Police Officer Advanced Course
- Nuclear, Biological, and Chemical Officer Advanced Course

Distance Education Programs

- Amphibious Warfare School Distance Education Program

INTERMEDIATE LEVEL

Service Schools (Note 2)

- Air Command and Staff College
- School of Advanced Aerospace Studies (AI)
- Army Command and General Staff College
- School of Advanced Military Studies (AI)
- Naval Command and Staff College
- Marine Corps Command and Staff College
- Marine Corps C&SC School of Advanced Warfighting (AI)
- Post Graduate Intelligence Course
- The Judge Advocate General School of the Army (TJAGSA Advanced Course)

Fellowships (Note 4)

- Advanced Operational Studies Fellowship
- Council on Foreign Relations Fellowship -- Senior Military Affairs

Fellowship (nominative)

- Defense and Arms Control Study Program (MIT)
- Center for International Studies (MIT)
- John F. Kennedy School of Government
- Mershon Fellowship (Ohio State)
- Rand Fellowship
- Royal College of Defense Studies
- School of Advanced International Studies (Johns Hopkins)
- Secretary of Defense Fellowship

PROFESSIONAL MILITARY EDUCATION

APPENDIX B

SERVICE, FOREIGN, AND CIVILIAN PME (OFFICER)

- Secretary of Defense Strategic Studies Group
- The Brookings Institution
- The Center for Strategic and International Studies
- Executive Seminar -- Foreign Service Institute, Department of State (NFATC)

Distance Education Programs

- Air War College Associate Studies Program
- Army War College Corresponding Studies Program

NOTES:

(1) Personnel participating in these programs, with the exception of AWS and CCSC, must also complete Phase I of the AWSDEP for AWS equivalence.

(2) Completion of either the resident or CSCDEP satisfies service intermediate-level PME requirements. To receive service intermediate-level PME credit for the other courses listed in this section, Marine students must also complete the MAGTF Education course of the 8700 series of CSCDEP, or The MAGTF and The Marine Corps Planning Process courses of the 8800 series of CSCDEP. Courses marked (AI) are advanced intermediate level courses which require previous completion of an intermediate level course or equivalent.

(3) These courses satisfy service requirements for intermediate-level PME with completion of the MAGTF Education course of the 8700 series of CSCDEP, or the MAGTF and Marine Corps Planning Process of the 8800 series of CSCDEP. However, they do not meet the requirements established by the CJCS for JPME Phase I education.

(4) These courses no longer meet the requirements established by the CJCS for JPME Phase I education following the 1997/98 academic year.

Reserve Resident Programs

- ACE Staff Planning (WO-Col)
- Air Command and Staff (Maj)
- Canadian Militia Command and Staff (Maj)
- Joint Service Introductory Electronic Warfare (LtCol)
- Joint Warfare (LtCol)
- Landing Force CSS Staff Planning (WO-Col)
- Landing Force Fire Support Coordination (WO-Maj)
- Landing Force GCE Communications Staff Planning (WO-Maj)
- Landing Force Ground Combat Operations (WO-Maj)
 - Landing Force Staff Planning (MEB) (WO-Col)
 - MAGTF Staff Planning (WO-Maj)
 - NATO Joint Service Advanced Electronic Warfare (LtCol)
 - NATO Staff Officer Orientation Course (LtCol-Col)
 - Navy-Marine Corps Lawyer Refresher (Maj)
 - Introduction to Terrorism Intelligence (WO-Capt)
 - Reserve Component National Security (LtCol-Col)
 - National Security Decision-Making (LtCol-Col)
 - Joint Military Operations (Maj-Col)
 - Strategy and Policy (LtCol-Col)

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APPENDIX C

PME POINTS OF CONTACT

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PROFESSIONAL MILITARY EDUCATION

President, Marine Corps
University

CG MCCDC (C40)
2076 South Street
Quantico, VA 22134-5076
Telephone: Comm (703) 784-2105
DSN 278-2105

MARINE CORPS INSTITUTE

Distance Learning
Technology Department

Director, Marine Corps Institute
DLT Department
Washington Navy Yard
912 Poor Street, S.E.
Washington, D.C. 20391-5680
Telephone: Comm (202) 685-7515
DSN 325-7515

Student Services
Support Department

Director, Marine Corps Institute
Student Services Support Department
Washington Navy Yard
912 Poor Street, S.E.
Washington, D.C. 20391-5680
Telephone: Comm (202) 685-7604
DSN 325-7620

Operations Officer

Director, Marine Corps Institute
Operations
Washington Navy Yard
912 Poor Street, S.E.
Washington, D.C. 20391-5680
Telephone: Comm (202) 685-7620
DSN 325-7620

MARINE CORPS UNIVERSITY

President

President, Marine Corps University
2076 South Street
Quantico, VA 22134-5067
Telephone: Comm (703)784-2105/2793
DSN 278-2105/2793

Operations

President, Marine Corps University
(C 40 OP)
2076 South Street
Quantico, VA 22134-5067

PROFESSIONAL MILITARY EDUCATION

	Telephone: Comm (703) 784-5050 DSN 278-5050
Marine Corps War College	Director, Marine Corps War College (C 401) 2076 South Street, Suite 2 Quantico, VA 22134-5067 Telephone: Comm (703) 784-4081/4082 DSN 278-4081/4082
College of Continuing Education	Director, College of Continuing Education (C 40 CCE) 2076 South Street Quantico, VA 22134-5067 Telephone: Comm (703) 784-6031 DSN 278-6031
Command and Staff College	Director, Command and Staff College (C 402) 2076 South Street Quantico, VA 22134-5067 Telephone: Comm (703) 784-3330/2736 DSN 278-3330/2736
Amphibious Warfare School	Director, Amphibious Warfare School (C 403) 2077 Geiger Road Quantico, VA 22134-5038 Telephone: Comm (703) 784-2536 DSN 278-2536
Command and Control Systems School	Director, Command and Control Systems School (C 404) 2085 Morrell Ave Quantico, VA 22134-5058 Telephone: Comm (703) 784-2960 DSN 278-2960
The Basic School	Commanding Officer, The Basic School (C 405) 24164 Belleau Ave. Quantico, VA 22134-5019 Telephone: Comm (703) 784-5206 DSN 278-5206
Officer Candidates	Commanding Officer, Officer

PROFESSIONAL MILITARY EDUCATION

School	Candidates School (C 406) 2189 Elrod Ave Quantico, VA 22134-5033 Telephone: Comm (703) 784-2351 DSN 278-2351
Staff NCO Academy MCCDC, Quantico	Director, Staff NCO Academy (C407) 3091 Upshur Ave Quantico, VA 22134-7250 Telephone: Comm (703) 784-1161 DSN 278-1161
Staff NCO Academy Camp Lejeune	Director, SNCO Academy MCB Camp Lejeune, NC 28542-5050 Telephone: Comm (910) 450-0301 DSN 750-0301
Staff NCO Academy Camp Pendleton	Director, SNCO Academy Box 555104 Camp Pendleton, CA, 92055-5104 Telephone: Comm (760) 725-4569/4590 DSN 365-4590
Staff NCO Academy Okinawa	Director, SNCO Academy MCB Camp Butler, Okinawa FPO AP 96373-5001 Telephone: DSN 623-4970/4665
Sergeants Course 29 Palms	Director, Sergeants Course MCAGCC 29 Palms, CA 92278 Telephone: Comm (760) 368-6265/6260 DSN 957-6260
Sergeants Course Kanehoe Bay	Director, Sergeants Course MCAS Kaneohe Kaneohe Bay, HI 96863-8902 Telephone: Comm (808) 257-3109 DSN 457-7800

MARINE CORPS ASSOCIATION

Book Store	Marine Corps Association (Attn: Bookstore) PO Box 1775 Quantico, VA 22134 Telephone: Comm (703) 640-6161/2
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PROFESSIONAL MILITARY EDUCATION

DSN 278-2854
Toll Free: 1-888-237-7683

OTHER ENLISTED PME

U.S. Army Sergeants Major Course

U.S. Army Sergeants Major Academy, ATSS-DBA
Ft. Bliss, TX 79918
Commercial: (915) 568-8881/9208
DSN 978-8633

OTHER INTERMEDIATE-LEVEL OFFICER PME

Resident Programs

Air Command and Staff College

Air University
Maxwell AFB
Montgomery, AL 36112
Commercial: (334) 953-2383
DSN 493-2383

Armed Forces Staff College (National Defense University)

7800 Hampton Boulevard
Norfolk, VA 23511
Commercial: (804) 444-5687
DSN 564-5687

Army Command and General Staff Course

U.S. Army Command & General Staff College
Attn.: AT22-OWO-CA
Fort Leavenworth, KS 66027-6900
Commercial: (913) 684-2028
DSN 552-2028

Australian Command and Staff College

Fort Queenscliff, Queenscliff, Victoria 3225, Australia
Contact CMC (MMAA-3), DSN 224-2740/5211, for information

PROFESSIONAL MILITARY EDUCATION

College of Naval Command and Staff

Naval War College
686 Cushing Road
Newport, RI 02841
Commercial: (401) 841-3373
DSN 948-3373

Ecole Superieure de Guerre Interarmees

Paris, France
Contact CMC (MMOA-3), DSN 224-2740/5211, for information

Norwegian Staff College

Akershus Castle, Oslo, Norway
Contact CMC (MMOA-3), DSN 224-2740/5211, for information

Spanish Naval War College

Madrid, Spain
Contact CMC (MMOA-3), DSN 224-2740/5211, for information

Distance Education Programs

Air Command and Staff College Associate Programs

ACSC/DTD 225 Chennault Circle
Chief of Operations
Maxwell AFB, AL 36112-6426
Commercial: (334) 953-7901/2/3
DSN 493-7031

U.S. Army Command and General Staff Corresponding Studies Program

Commandant, U.S. Army Command and General Staff College
ATTN: ATZL-SWE-R
1 Reynolds Street
Ft Leavenworth, KS 66027-6940
Commercial: (913) 684-5407
DSN 552-5407

Naval War College Nonresident Program

College of Continuing Education
Naval War College,
Newport, RI 02841-1207
Commercial: (401) 841-2135
DSN 948-3898

PROFESSIONAL MILITARY EDUCATION

OTHER SENIOR-LEVEL OFFICER PME

Resident Programs

Air War College

Air University
Maxwell AFB
Montgomery, AL 36112
Commercial: (334) 953-7288
DSN 875-7288

Armed Forces Staff College (National Defense University)

7800 Hampton Boulevard
Norfolk, VA 23511-6097
Commercial: (804) 444-5302/3
DSN 564-5302/3

Army War College

Carlisle Barracks
Carlisle, PA 17013-5050
Commercial: (717) 245-3421
DSN 242-3421

Australian Joint Service Staff College (Canberra)

Cotter Road, Weston Creek, A.C.T. 2614, Australia
Contact CMC (MMOA-3), DSN 224-2740/5211, for information

Chilean Naval War College

Santiago, Chile
Contact CMC (MMOA-3), DSN 224-2740/5211, for information

College of Naval Warfare

College of Naval Command and Staff

Naval War College
686 Cushing Road
Newport, RI 02841-1207
Commercial: (401) 841-3373
DSN 948-3373

Executive Seminar in International Affairs

Foreign Service Institute
Department of State

PROFESSIONAL MILITARY EDUCATION

1400 Key Boulevard, Arlington, VA 22209
Commercial: (703) 875-7103

Industrial College of the Armed Forces (National Defense University)

Ft Leslie J. McNair
4th and P Streets SW
Washington, DC 20319
Commercial: (202) 685-1716
DSN 325-4278

Inter-American Defense College

Ft Leslie J. McNair
4th and P Streets SW
Washington, DC 20319
Commercial: (202) 646-1339
DSN 325-1339

Information Resource Management College

Ft Leslie J. McNair
4th and P Streets SW
Washington, DC 20319
Commercial: (202) 287-9311

Institute of National Strategic Studies

Ft Leslie J. McNair
4th and P Streets SW
Washington, DC 20319
Commercial: (202) 685-3844

Japanese National Institute for Defense Studies

Tokyo, Japan
Contact CMC (MMOA-3), DSN 224-2740/5211, for information

Indian National Defense College

New Delhi, India
Contact CMC (MMOA-3), DSN 224-2740/5211, for information

PROFESSIONAL MILITARY EDUCATION

National War College (National Defense University)

Ft Leslie J. McNair
4th and P Streets SW
Washington, DC 20319
Commercial: (202) 685-4343
DSN 325-1776

NATO Defense College

Rome, Italy
Contact CMC (MMOA-3), DSN 224-2740/5211, for information

Norwegian Defense College

Akershus Castle, Oslo, Norway
Contact CMC (MMOA-3), DSN 224-2740/5211, for information

Pakistan National Defense College

Rawalpindi, Pakistan (coordinated through USDAO, Islamabad)
Contact CMC (MMOA-3), DSN 224-2740/5211, for information

Royal College of Defense Studies

Seaford House, 37 Belgrave Square, London SW1X 8NS
Contact CMC (MMOA-3), DSN 224-2740/5211, for information

Distance Education Programs

Air War College Associate Studies Programs

Air War College/AP
Maxwell AFB
Montgomery, AL 36112-4422
Commercial: (334) 953-7755
DSN 493-6093

Army War College Corresponding Studies Program

Commandant
US Army War College, AWCAE (DCS)
Carlisle Barracks
Carlisle, PA 17013-5050
Commercial: (717) 245-3421
DSN 242-3421

PROFESSIONAL MILITARY EDUCATION

FELLOWSHIPS

Contact CMC (MMA-3), AV 224-4278, for current information on course content, assignment criteria and application instructions.

Intermediate-level Fellowships

- Ohio State University, Mershon Center
Columbus, Ohio
- Tufts University, Fletcher School of Law and Diplomacy
Medford, Massachusetts

Senior-level Fellowships

- Advanced Operational Studies (US Army)
Fort Leavenworth, Kansas
- Harvard University, John F. Kennedy School of Government
Cambridge, Massachusetts
- National Defense University Senior Fellowship
Fort McNair, Washington, DC
- The Brookings Institution
Washington, DC
- The Center for Strategic and International Studies
Washington, DC
- White House Fellowship
Washington, DC

OTHER FELLOWSHIPS

- Council on Foreign Relations, Military Fellowship
- Council on Foreign Relations, International Fellowship
- Johns Hopkins University School of Advanced International
Studies
- Rand Corporation
- Defense and Arms Control Studies
(MIT)
- Executive Seminar (Dept. of State)

PROFESSIONAL MILITARY EDUCATION

- Secretary of Defense Strategic Studies Group
- Secretary of Defense Fellowship

RESERVE PME PROGRAMS

Contact CMC (RAM-4), DSN 224-2559 or T&E Div (C463), DSN 278-3070, for current information on course content, assignment criteria and application instructions for all programs. POC: MS. J. Green DSN 224-1948/1950. Commercial (703) 614-1948/1950.

Canadian Militia Command and Staff Course

Fort Frontenac, Kingston, Ontario, Canada

Joint Service Introductory Electronic Warfare Course

Oberammergau, Germany

NATO Joint Service Advanced Electronic Warfare Course

Oberammergau, Germany

Joint Warfare Course

Poole, England

Information on specific courses may also be obtained at the following numbers:

Reserve Forces Course

Air Command and Staff Course

Maxwell AFB, Montgomery, AL
Commercial: (205) 953-7031
DSN: 493-7031

Landing Force Fire Support Coordination Course

MAGTF Staff Planning Course

EWTGLANT, 1575 Gator Blvd., Suite 243
NAB Little Creek
Norfolk, VA 23521-2740
Commercial: (804) 464-7240
DSN 680-7240

PROFESSIONAL MILITARY EDUCATION

Landing Force ACE Staff Planning Course
Landing Force CSS Staff Planning Course
Landing Force GCE Communications Staff Planning Course
Landing Force Ground Combat Operations Course
Landing Force Staff Planning (MEB) Course

EWTGPAC, NAB Coronado, CA
Commercial: (619) 437-2914
DSN 577-2914

National Security Decision-Making Course
Reserve Officers Naval Operations Course
Strategy and Policy Course

Reserve Affairs
Naval War College
Newport, RI
Commercial: (401) 841-3068
DSN 948-3068

NATO Staff Officer Orientation Course

National Defense University,
Fort McNair
Washington, DC
Commercial: (202) 433-3507
DSN 335-3507

Navy-Marine Corps Lawyer Refresher Course

Legal Justice School
Newport, RI
Commercial: (401) 841-3944
DSN 948-3944

Reserve Component National Security Course

National Defense University course given at:
Maxwell Air Force Base, AL
Naval Post Graduate School, Monterey, CA
Fort McNair
Washington, DC
Commercial: (202) 475-1896
DSN 335-1896

PROFESSIONAL MILITARY EDUCATION

Marine Corps Command & Staff College MAGTF Education Course
Marine Corps Amphibious Warfare Reserve Course

Marine Corps University
2076 South Street
Quantico, VA 22134-5067
Commercial: (703) 784-4324
DSN 278-4324

PROFESSIONAL MILITARY EDUCATION

APPENDIX D

RESERVE OFFICER PROFESSIONAL MILITARY EDUCATION

1. Purpose. To prescribe policies and procedures pertaining to the application, selection, and assignment of Reserve officers to PME schools.

2. Background. The PME Program is designed to offer eligible Reserve officers the opportunity to enhance their professional knowledge and keep them abreast of Marine Corps doctrine.

3. Information

a. The CMC (RAM-4) announces PME Schools for the coming fiscal year during the second quarter of each fiscal year.

b. A board convenes to select qualified officers to attend Top Level Schools (TLS) and Full-Length Schools (FLS) during the fourth quarter of each fiscal year. Intermediate Level Schools (ILS) and Career Level Schools (CLS) are selected by a screening board. School selectee results for all schools are published by ALMAR.

c. Officers are strongly encouraged to apply for schools within their career level.

d. Each level course is restricted in rank: CLS are restricted to company grade officers; ILS's are restricted to majors, with few exceptions; and, TLS's are restricted to lieutenant colonel and colonels.

4. Eligibility. Applicants must be members of the Selected Marine Corps Reserve, Individual Ready Reserve, or the Standby Reserve (Active Status List).

5. Action

a. CMC (RAM-4):

(1) Solicit applications for the PME Program by message during second quarter of each fiscal year. The message lists available schools, course location, and prerequisites.

(2) Convene a selection board to select TLS and FLS only.

(3) Screen applicants for ILS and CLS schools for selection and recommend those selected to the Director, RA for approval.

(4) Publish an ALMAR to announce school selections.

PROFESSIONAL MILITARY EDUCATION

(5) Ensure quotas conform to funding availability.

b. Commanding generals, commanding officers, size commanders and officers-in-charge will:

(1) Ensure all active and inactive Reserve officers are thoroughly familiar with this Manual.

(2) Verify all required information on application via endorsement of package.

(3) Certify all schools previously attended.

(4) Verify all school dates to avoid conflicts with other training.

c. Commanding General, Marine Corps Reserve Support Command Code MTD-7A, coordinates the issuing orders, with funding from CMC (RAB).

d. Applicants:

(1) Provide information on the application shown in Figure D 1.

(2) Ensure application is initiated and forwarded through the chain of command in time to reach the CMC (RAM-4) by the specified date in the solicitation ALMAR.

(3) Ensure 3 years are remaining prior to separation or retirement upon graduation. Officers not having sufficient remaining service will not be considered.

(4) Verify school dates for possible conflicts with training to preclude last minute cancellation and subsequent loss of quotas.

(5) Do not apply for a school previously attended.

(6) Be prepared to complete all course prerequisites prior to the school convening date.

(7) Submit a current photograph using the guidelines outlined in MCO P1070.12

(8) Must not be in receipt of retainier/retired pay for service with any of the Armed Services.